DEMOCRACYLIVE
VOTER INFORMATION TECHNOLOGIES

In partnership with Microsoft

Secretary of State

Kim Wyman

Request for Information No. 16-04

Modernized Elections System for Washington State

Overview

The Washington State Office of Secretary of State is seeking a comprehensive suite of online balloting and voter services to meet the needs of Washington State voters and elections administrators at the State and County levels. Washington State based Democracy Live is pleased to respond to this RFI by submitting a brief company overview and answers to the questions posed in the RFI.

Together with our partners, Democracy Live looks forward to responding with a complete, comprehensive, "Best of Breed" solution to meet each of the State's listed requirements. In the document, Democracy Live will be responding at a high level, specific to our proven areas of business focus and technical expertise.

Background

With over 500 successful deployments to date, Democracy Live and our "LiveBallot" accessible voter information and balloting portal is the most widely deployed electronic ballot delivery and voter information portal in the U.S. LiveBallot has been awarded more state, local and federal funding than all other automated electronic ballot delivery providers combined. Over the last four years, Democracy Live is the only large-scale provider to have successfully deployed in 100% of all elections.

In 2010, Kitsap County, WA was the first county in the U.S. to provide accessible Web balloting to their overseas and military voters. For that effort, Kitsap County and Democracy Live received a Congressional Commendation for their work assisting military and overseas voters. Kitsap County also recently won the Election Center "Freedom Award" for accessible voter solutions in part for deployment of the LiveBallot application. Based on that pioneering effort here in Washington State, LiveBallot has now been used in over 500 elections throughout the U.S., by voters in over 90 countries and every continent in the world.

Working with the University of Washington Center for Technologies and Disabilities, LiveBallot has been developed as an accessible, audio-enabled sample ballot/voter guide/absentee/polling place and UOCAVA platform to ensure all voters have equal access to their ballot and balloting information. As more and more counties are being asked to provide equal access to balloting information, LiveBallot will ensure Washington

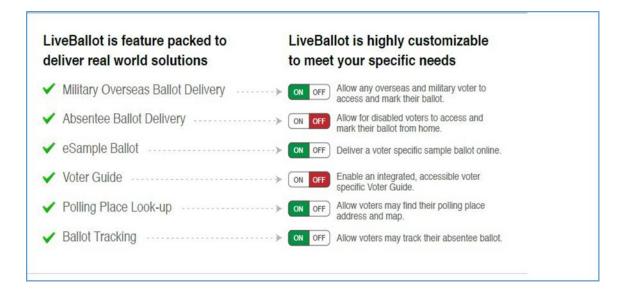State is on the forefront of accessible electronic ballot delivery and accessible balloting information.

Through our partnership with Microsoft Corporation, the LiveBallot system and all balloting and voter data is secured to the highest military-grade secure hosting standards. The entire application and all data is secured by the only secure, government cloud platform in the elections space that has been certified by the U.S. Federal government for use by both Homeland Security and the United States Department of Defense.

The LiveBallot system has been developed to easily integrate and import data from any elections jurisdiction to seamlessly populate a voter-specific accessible voter guide, absentee, UOCAVA or polling place ballot. LiveBallot has been proven in hundreds of elections and multiple statewide deployments, with 100% uptime and zero system crashes.

Selected by the U.S. Department of Defense, and deployed in hundreds of localities, the LiveBallot suite is the only system proven to deliver a system with built-in accessible, audio enabled mail ballot, UOCAVA and voter guide modules with an easy export to accessible polling place tablets.

The LiveBallot electronic balloting solution includes the following, proven features, functionality, and services. Other applications and services will be provided from our "best of breed" partners.

LiveBallot is feature packed to deliver real world solutions		LiveBallot is highly customizable to meet your specific needs
✔ Military Overseas Ballot Delivery	ON	Allow any overseas and military voter to access and mark their ballot.
✔ Absentee Ballot Delivery	OFF	Allow for disabled voters to access and mark their ballot from home.
✔ eSample Ballot	ON	Deliver a voter specific sample ballot online.
✔ Voter Guide	OFF	Enable an integrated, accessible voter specific Voter Guide.
✔ Polling Place Look-up	ON	Allow voters may find their polling place address and map.
✔ Ballot Tracking	ON	Allow voters may track their absentee ballot.

- A turn-key, hosted electronic ballot marking tool for UOCAVA and domestic voters

- An accessible, audio-enabled voter-specific voter guide for all voters for all elections

- An accessible, audio enabled mail balloting solution for accessible vote-by-mail purposes

- An accessible, Microsoft-based, COTS balloting tablet

General Vendor Information

Name of company	Democracy Live
Name of parent company	Democracy Live, Inc.
Headquarters location	2900 NE Blakely Seattle, WA
Location and hours of office servicing this account	8-6 PST Office 24/7 365 – Customer Support
Length of time in business	7 Years
Length of time in business of licensing proposed software	5 Years
Approximate gross revenue for the prior fiscal year (in US dollars)	$2.4m
Percentage of gross revenue generated by proposed software	$2.3
Names and versions of proposed software	LiveBallot v3,0
Number of full time personnel supporting the proposed software in:	
2015	17
2014	13
2013	9

Company History

Democracy Live was founded in 2007 by a core group of former elections administrators and leading Seattle-based technologists. Democracy Live employs a team of elections industry veterans with decades of combined experience developing and deploying innovative voting technologies, including more experience deploying and supporting UOCAVA balloting solutions than any other provider.

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With a combined 100 years of elections administration experience, our team includes former Washington Secretary of State Ralph Munro, former FVAP Deputy Director Paddy McGuire, Supervisors of Elections Jackie Harris and Theresa LePore. Both Jackie and Theresa are CERA certified and have over twenty years of elections administrations experience. Paul Caranci, the most recent winner of the NASS "Courage" award has also recently joined Democracy Live after his long career as Deputy SoS in Rhode Island. The Chairman of Democracy Live is life-long resident of Washington State, a leading investor in Puget Sound businesses and a Professor of Law and Ethics at the University of Washington. Our President is a Washington State native, Western Washington graduate and former Senate staffer for former US Senator and Washington Governor Dan Evans with over 15 years in the elections industry.

The core of Democracy Live's mission is to offer innovative and accessible balloting and voter information tools to elections administrators and voters. Democracy Live first launched the LiveBallot system in 2009 as

the first Web-based, accessible ballot delivery and marking tool in the United States. Based on that experience and after a thorough proposal and technical review, LiveBallot was selected by the U.S. Department of Defense in a competitive bid process for the first six states under the first FVAP sponsored UOCAVA program. To date LiveBallot has been reviewed, selected and deployed in more elections than any other Web-based UOCAVA solution.

LiveBallot has been used in over 500 elections in the United States, including Florida, California, Texas, Virginia, Arizona, Ohio and Missouri. Most recently, the States of Virginia, New Mexico and Missouri have selected the LiveBallot system as their statewide UOCAVA and electronic ballot delivery solution.

As the only large-scale electronic ballot delivery provider to have kept every customer over the last four years, our experience makes our Seattle-based team uniquely qualified to partner with the State of Washington. The State of Washington can have full confidence that the LiveBallot product will be successfully deployed and supported by a company with local headquarters.

In a head-to-head competitive review, the Florida UOCAVA Consortium of Counties selected the LiveBallot system in a 13-4-0 vote over the two other significant electronic ballot delivery providers. In 2014 the 50-County Texas Consortium of Counties selected LiveBallot as their exclusive system, as did the California UOCAVA Consortium of Counties. In 2014, the State of Missouri selected the LiveBallot tool for their 124 counties.

LiveBallot provides state and county jurisdictions with a proven, simple, turn-key electronic balloting solution specifically designed to meet 100% of the requirements of both UOCAVA and the Military and Overseas Voter Empowerment (MOVE) Act. The U.S. Department of Defense and the Federal Voting Assistance Program chose the LiveBallot platform in a competitive review process for more states and more funding than any other MOVE Act compliant UOCAVA solution.

In addition, the Department of Health and Human Services has reviewed and approved funding for LiveBallot under HAVA Section 261 to assist voters with disabilities. The Florida State Division of Elections Bureau of Voting System Certification approved LiveBallot for use in the State of Florida.

LiveBallot is the only system that has been funded by all three major federal funding sources for elections; EAC, FVAP and U.S. Department for Health and Human Services. EAC and HHS granted funding to Democracy Live for our work in developing an accessible, interactive ballot delivering and information tool. FVAP has funded either directly or indirectly nearly $5,000,000 for LiveBallot.

As the largest Web balloting firm in the United States, Democracy Live has grown dramatically in large part to our philosophy of working with our county customers as partners, not simply as a vendor or customer. Our partnership approach helps us to better resolve your needs and requirements. We have never brought a product to the market without deep consultation with existing elections administrators. We have a significant portion of our staff that are former elections administrators, which helps us to always focus on the reality of the issues and challenges election administrators face every day.

Software Qualifications

Approximate number of active clients using the proposed software	350
Approximate number of new customers using the proposed software in last 5 years	300
Approximate number of public sector clients	377

Response to Questions

1. Exhibit B contains business requirements for the Washington State Modernized Elections System. (Note the scope of requirements excludes ballot creation and Tabulation.) Vendors are requested to validate and proof the business requirements to identify any requirements they believe have overlooked. Please provide a list of additional business requirements you recommend we consider for inclusion in a future RFP.

   Democracy Live has reviewed the business requirements and has determined they are comprehensive and attainable. The State may wish to consider past successes and notably deployment that were not successful. It is common within the RFP's to require vendors to remark on any accounts or contracts that were canceled due to non-performance.

   Additionally, the State may wish to require all electronic-based balloting or balloting information be proven to comply with the highest level of accessibility standards as recommended by the World Consortium of Accessibility Guidelines (WCAG 2.0)

2. Also pertaining to business requirements in Exhibit B, please identify any requirements you believe to be exotic. In other words, identify any requirements that you believe are uncommon, difficult to fulfill, or for any other reason contribute significant cost and/or time to the Modernized Elections System? Please identify which, if any, of the identified requirements are exotic and why.

   Democracy Live has reviewed Exhibit B and does not see anything beyond scope or too difficult for those areas that we will be proposing in the RFP.

3. Exhibit A contains the WA OCIO IT Security policies. Within Exhibit B, there is a worksheet titled "Critical Election Periods". Washington State Elections Officials desire a solution that balances the provision of uninterrupted services during critical election periods with cost. Please provide a recommendation for high availability.

   The Democracy Live-related solutions reside in the Microsoft Government Cloud which has been reviewed and approved by both the U.S. Department of Defense and Homeland Security for uptime 24/7 365 availability and security.

4. Exhibit A contains the WA OCIO IT Security policies. Within Exhibit B, there is a worksheet titled "Critical Election Periods". Washington State Elections Officials desire a solution that balances the provision of uninterrupted services during critical election periods with cost. Please provide a recommendation for disaster recovery.

   As noted, Democracy Live-related solutions reside in the Microsoft Government Cloud which meets all federal requirements and co-located in multi-geographic, multi-redundant world-class secure, domestic data centers. All data is secured and stored in real-time in multi-geographic servers, thus enabling 100% of data to be recovered quickly. At no point is the data not backed up within the federally approved government cloud infrastructure.

5. Please provide a recommendation for system integration approach and methodology, which most effectively supports the specified business requirements and other concerns mentioned in the Background and Objective section.

Democracy Live has a long history of working with partners such as Microsoft, Dell, SHI, voter registration firms and other strategic partners to deliver a complete suite of modules and solutions in the balloting marketplace. Our integration approach will be to partner with the leaders in each technology space that Democracy Live does not specialize in. We will propose one lead firm as the Prime contractor, with leaders in each specialty field acting as sub-contractors.

6. Please provide a recommendation for <u>project management approach and methodology</u>, which most effectively supports the specified business requirements, other concerns mentioned in the Background and Objective section and project values of transparency and collaboration amongst the state's 40 separately elected Elections Officials.

Democracy Live recommends that the state require prospective vendors to implement project management best practices, utilizing proven methodologies such as the Project Management Institute's Project Management Body of Knowledge.

We recommend that prospective vendors furnish a qualified project manager to serve as the single point of contact for implementing the project and expect that this person will be responsible for managing scope, schedule, cost and quality. A properly managed project should include but not be limited to the following deliverables:

1. Project Charter
2. Project Scope Statement
3. Project Team Responsibilities
4. Work Breakdown Structure
5. Schedule
6. Schedule Management Plan
7. Risk Management Plan
8. Quality Assurance Plan
9. Communications Management Plan
10. Procurement Management Plan
11. Budget Management Plan

7. Please provide a recommendation for <u>funding approach and cost distribution</u>, which most effectively supports the specified business requirements, other concerns mentioned in the Background and Objective section and project values of transparency and collaboration amongst the state's 40 separately elected Elections Officials. Please include citations of the recommended approach in place throughout state and local governments.

Democracy Live understands in the post-HAVA funding era that resources are extremely tight and states and counties must be cost conscious and effective to ensure that every tax dollar is well spent. Therefore the Democracy Live "LiveBallot" platform leverages proven, low-cost, hosted applications and off-the-shelf COTS-based hardware solutions. Our pricing model typically is based on numbers of registered voters that use the system. Democracy Live has deployed our array of accessible online and tablet based solutions on a subscription-based model.

8. Please provide a recommendation for <u>data conversion and migration</u>, which most effectively supports the specified business requirements, other concerns mentioned in the Background and

Objective section and project values of transparency and collaboration amongst the state's 40 separately elected Elections Officials**.**

As noted, Democracy Live supports nearly 450 counties, including multiple statewide deployments. To date, Democracy Live is the only large provider of Web-based balloting to go live on-time in 100% of all deployments over the last three years. A key reason for our success is our proprietary, unique methodology of data conversion and migration working with any standard EMS system. With the MOVE Act mandate of requiring electronic balloting at E-45 day and given we are largest provider of Web balloting in the U.S., quick and accurate data conversion is a requirement. Our unique and secure method of converting data from PDF's into structured data is unmatched and unique to the election industry. Participating counties simply load their ballot PDF's into LiveBallot and our conversion process converts the data into data for loading as an accessible, audio, voter guide, absentee ballot or COTS tablet.

9. Please provide a recommendation for <u>user experience design approach and methodology</u>, which most effectively supports the specified business requirements, maximum stakeholder usability and adoption and project values of transparency and collaboration amongst the state's 40 separately elected Elections Officials.

All of the Democracy Live applications have been reviewed and vetted by the University of Washington Center for Technology and Disabilities and members for the Council for the Blind. The Democracy Live "LiveBallot" suite of balloting applications includes an audio-enabled, accessible voter guide, accessible absentee ballot, UOCAVA solution and COTS tablet for accessible ballot marking. Every application meets the highest level of accessibility as determined by the World Consortium of Accessibility Guidelines (WCAG 2.0).

10. Please provide a recommendation for <u>system support, including service and maintenance, service level agreements and helpdesk</u>, which most effectively supports the specified business requirements, other concerns mentioned in the Background and Objective section and project values of transparency and collaboration amongst the state's 40 separately elected Elections Officials.

Democracy Live recommends that the state require prospective vendors to provide a system support plan including service and maintenance, service level agreements and help desk functions. In particular, attention should be paid to developing plans that will serve county elections officials as well as stakeholders in the Secretary of State's Office.

Emphasis should be placed on ensuring clear communication of the support resources to be made available to all stakeholders, with proactive communication of program details including end to end processes impacting voters, election workers, county election officials, and Secretary of State's office stakeholders.

Service Level Agreements (SLAs) should be developed to ensure support availability and clearly stated expectations for performance requirements.

11. Please provide a recommendation for <u>contract vehicles and strategies</u> in support of your recommended approach to system support and system integration.

Democracy Live recently was selected by US Communities as an exclusive provider of Web and accessible polling place balloting solutions. US Communities is a leading purchasing cooperative working with hundreds of localities and states to provide easy contract vehicles for government entities to purchase balloting, balloting information and voter services products from Democracy Live and/or our lead systems integrator. In addition, Democracy Live works with other Fortune 500 government services contractors to offer an array of already established contract vehicles to make the purchasing process easier on states and localities.

12. Please provide a recommendation for <u>testing</u>, complete through final acceptance testing and to include a mock election.

Democracy Live recommends the state require prospective vendors to support a comprehensive spectrum of system testing for any deployed software or hardware to ensure all business requirements are accurately captured and implemented. Testing would include:

1. Initial Acceptance Testing – Initial acceptance testing follows defined step-by-step instructions to ensure system interoperability is working as designed.
2. Quality Assurance Testing (QA) – QA testing is designed to ensure actual data and system configurations are behaving in the intended manner, in full accordance with operational and business requirements.
3. Logic and Accuracy Testing (L&A) – For any system involved in the preparation of ballots, Logic and Accuracy testing should be performed to verify the content correctly reflects the election being held.
4. Mock Election – Mock elections are an ideal opportunity to fully test the integration of systems into established workflows, identifying any needed process adjustments or training enhancements necessary to create a seamless operation in a live environment.
5. User Acceptance Testing (UAT) – UAT provides an environment where any deployed system may be tested against a variety of scenarios to ensure the system performs as required for the intended user experience (administrative and end-user). The UAT acts as a final verification of the required business functionality and proper functioning of the system, emulating real-world usage conditions.

13. Please provide a recommendation for <u>training</u>. Elections Administrators and Staff around the state possess an intimate familiarity with their existing systems. We will require a training plan that enables county and state users to develop a high degree of comfort with the replacement system(s) in advance of go-live in order to support a seamless implementation for all Washington State elections stakeholders. Training to include internal users and administrators/IT support staff.

Democracy Live recommends that the state require a detailed training plan and training program to ensure that all stakeholders are adequately prepared to implement the solution, and operate the system with confidence from Day 1.

To that end, the training program should be tailored to the individual stakeholders and should include:
1. Fully developed written User Guides and Technical Documentation.
2. Train-the Trainer approach to administrative functionality, with distinct training for

Technical and Non-Technical Users.
3. On-site and web-based user training sessions.
4. Video user guides offering step-by-step training on individual or related system features.
5. System "sandbox" environments where users can test their training in a non-production environment to build familiarity with features and functionality with no risk to real or live data.

The training modules developed and delivered to various stakeholders need to focus on the specific needs of each of the classes of user, including:

1. State administrators
2. Local Election Officials
3. IT/Support Staff
4. Poll Workers
5. Voters

14. Please provide a recommendation for <u>documentation, including internal, external, and administrator</u>.

Democracy Live recommends that the State require prospective vendors to provide appropriate documentation for key stakeholder audiences including:

1. State Election Officials
2. County Election Officials
3. State and County IT Professionals
4. Voters / General Public

Key documents should include:

1. Installation and Maintenance
2. Operations Manual for State Election Officials
3. Operations Manual for County Election Officials
4. User Manual
5. Troubleshooting
6. Any Other Documentation Warranted by the Specific Needs of the State.

15. Please provide a recommendation of <u>voter outreach</u> requirements for the Modernized Elections System.

Voter education and outreach is critical to the success of any new election modernization campaign. As the largest U.S.-based electronic balloting provider to U.S. voters around the world, living in over ninety countries and every continent, our success working with State and local elections administrators to effectively educate and reach out to voters is vital. Voters in the military, on the front lines in Afghanistan and beyond are especially hard to reach. Working with the Department of Defense, our outreach and education campaign has ensured widespread use of LiveBallot in hundreds of elections domestically and around the world.

16. Please provide a <u>timeline estimate</u> for implementation of your envisioned solution in response to business requirements in Exhibit B and your responses to items 1 – 15 above.

Democracy Live and our partners will work with the State to ensure all the required timelines will be met. Over the last four years, the Democracy Live "LiveBallot" suite of accessible balloting and voter information applications is the only large scale system accessible Web balloting system to have been deployed on-time, with 100% accuracy. The LiveBallot application is designed and guaranteed to be available for QA testing by State and local authorities 10 days after receiving balloting and voter data materials.

17. Please provide a <u>cost estimate</u> for implementation of your envisioned solution in response to business requirements in Exhibit B and your responses to items 1 – 16 above.

The Democracy Live "LiveBallot" offers a suite of hosted, modularized applications, as well as accessible ballot marking software running on localized, Windows tablets. The modularity of the LiveBallot platform offers key flexibility for states and localities to select one or all of the LiveBallot applications, including but not limited to; an accessible absentee ballot, accessible voter guide, automated, on-demand UOCAVA ballot and a Microsoft accessible, polling place balloting tablet. Each module offered has a range of $50,000-$100,000 per year depending on total number of voters and localities using the system.